## Negotiation Exercise: Preparation Matrix

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| Negotiation Points | IMO Approach | National NGO Counterpart |
| Problem |  | I don’t have a lot of experience with excel and am being asked to do things for the cluster I don’t fully understand but don’t have time or support to rectify the problem.I am successfully reporting to my management, so my immediate boss is happy. |
| **Positions**  **What is a likely position (i.e. starting demand) of your counterpart?** |  | * What you want me to do is not possible. * I have given you what I have and done what I can. * You have to accept what I have given you. |
| **Motivations & Interests**  **What are your/their underlying interests and needs?**  **Of those you have listed, what shared or common motivations (interests and needs) can you build on? Now circle these.** |  | * I have to complete the work of my agency. This takes priority for my work. * To do the work I know how to do. * To get the data I need to report on to my manager correct so that we can report to our donors. * Abide by agency policy to coordinate * Maintain image as an effective implementing partner and technically competent organisation * A common desire to facilitate a return to normality for affected communities * A common desire to maximise international aid and effectiveness |
| **Needs**  **Basic, human requirements that underpin how you communicate** |  | * Underlying human needs for respect, autonomy, sense of personal value (treat me with respect) * I need to avoid looking like I cannot get my work done because of the demands being made by the cluster * Need to save face in front of international staff (dignity) * Existing attitudes and behaviours towards clusters and expatriate aid workers, shaped by own professional and national cultures, or previous exposure (all they do is demand information and we get nothing in return). |
| **Best Alternative To A Negotiated Agreement (BATNA):**   * **What will you/they do if these negotiations fail?** * **How will you/they exit graciously from the negotiation?** |  | * Postpone discussions * Refer to a higher level, argue that your hands are tied (make it my boss’ problem to say no to you) |
| **‘Levers’ (pressure) or encouragement:**   * **What pressure can you/they apply?** * **What encouragement/enticement can you/they offer?** |  | * Have your management go to the HCT to say the pressure on partners is too much * Make a coalition of other organisations who complain that the system doesn’t work and is unfair on them. |
| **Brainstorming Options:**   * **What possible solutions or options did you/your counterpart propose to solve the problem.** |  |  |